



**State of the Village Meeting
October 2019**

SOV Meeting Objectives



Four KEY Objectives:

1. Reinforce our Vision, Mission, & Values
2. Share Strategic Direction for the Future
3. Review FY 2019 Performance
4. Address Workplace Topics

Welcome and Introductions

Village Managers



Natalie Hawkins
Assistant Village Manager



Jeff Sanborn
Village Manager



Jeff Batton
Assistant Village Manager

Welcome New Employees



Police

Glen Webb

Sean Ballard

Joe Simpson

Paul Canup

Public Services

Mike Apke

Damien Revels

Michael Jacobs

Mark Rosinha

Planning & Inspections

Darryn Burich

Kelly Brown

Peter Hughes

Tyler Dunn

Fire

Seth Green

Alan Griffin

Nathan Morrison

Glen Boles

James Neal

Zachary McNeill

Information Technology

Kevin Taylor

Daniel Behnke

Lori Hercules

Harness Track

Scotty Freeman

Curtiss Wood

Buildings & Grounds

Thomas O'Quinn

Conor Heilingoetter

Administration

Kim Stepnoski

Welcome New Employees to the Village of Pinehurst!!!

Welcome New Volunteers



Beautification Comm.

Margaret Hinesley

Dee Johnson

Citizens on Patrol

Charles Woods

Donald Walter

Steve Lawrence

Anthony Plunkett

William Wood

John Gaida

Walter Fontaine

P&Z/BOA

Phillip Shumaker

Sonja Rothstein

Paul Roberts

HPC

Richard Vincent

Terry Lurtz

Eric Von Salzen

Welcome Center

Bess Fulcher

Linda Gazaway

Kristen Dougherty

Leilani Medlin

Anja Richardson

Kay Lund

Catherin DeLavergne

Judy Logan

Kristin Mueller

Welcome New Volunteers to the Village of Pinehurst!!!

Vision, Mission, & Values

Vision, Mission, and Values



VALUES

Initiative
Teamwork
Service
Improvement

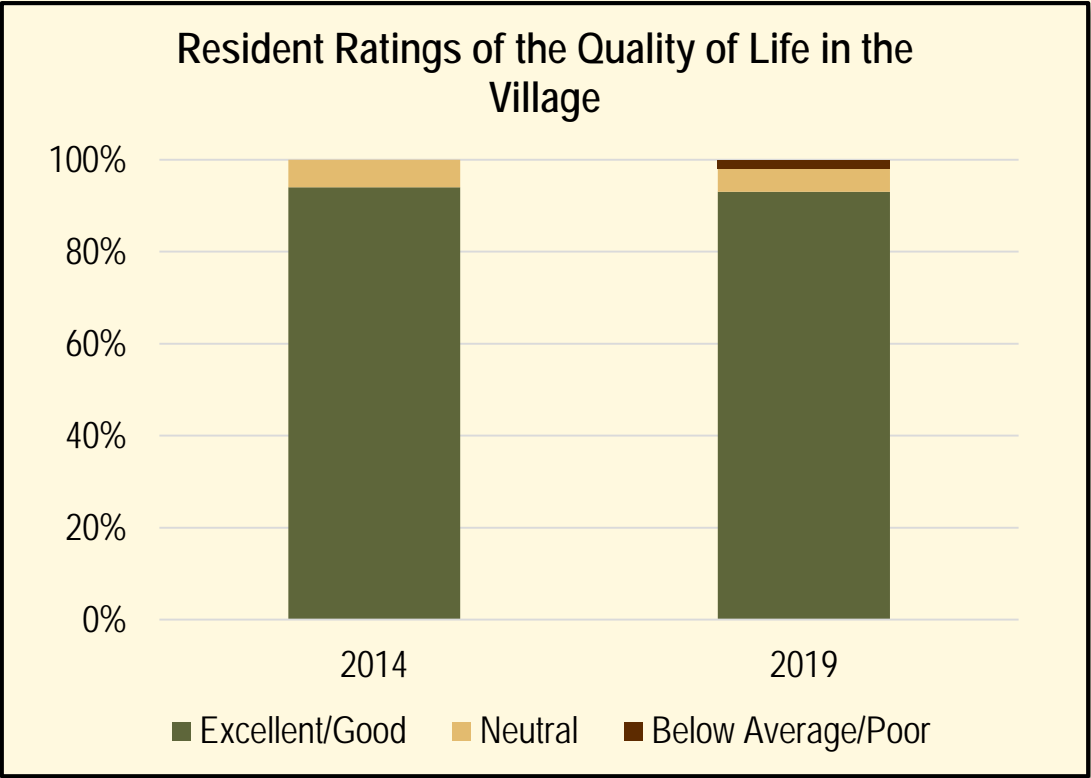
VISION

The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions.

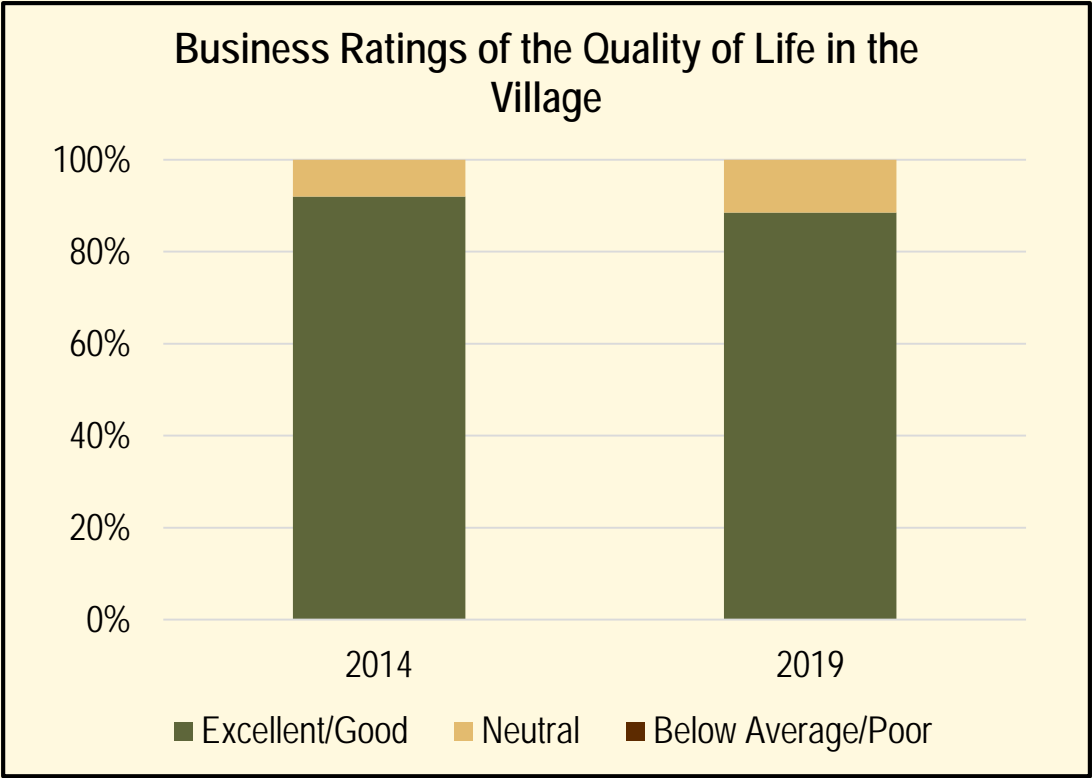
MISSION

Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.

Mission – Quality of Life



98% of residents rate the quality of life in the Village as good or excellent



100% of businesses are satisfied with the quality of life in the Village

Public Trust/Ethics

Public Trust & Ethics



- Ethics Policy is intended to ensure we instill public trust
- Do what is right, especially when others aren't looking



Major Community Topics

Major Community Topics



- Library Needs Assessment
- Pinehurst Elementary School
- Village Council Elections



Strategic Direction

(2019 Comprehensive Plan &
FY 2020 Strategic Operating Plan)

2019 Comprehensive Plan



- *Envision the Village* is an update to the 2010 Long Range Comprehensive Plan
- 10 to 15 year plan that provides long term strategic direction
- Involved extensive public participation over approximately 18 months



2019 Comprehensive Plan – 7 Guiding Principles



1. Village
Character &
Authenticity

2. Balancing
Conservation &
Growth

3. Places to Live

4. Moving Around
the Village:
Transportation,
Mobility & Parking

5. Taking Care of
Business

6. Supporting
Infrastructure &
Facilities

7. All Things
Green: Parks,
Open Spaces &
Natural Resources

2019 Comprehensive Plan – Top 10 Strategic Opportunities



1. Reinvigorate the Village Center by developing a Golf by Day, Arts by Night atmosphere

2. Minimize traffic congestion

3. Become a Digital Village & "Live and Work from Home" Destination

4. Promote high quality development & design

5. Become a pedestrian-friendly community

6. Create a thriving business environment

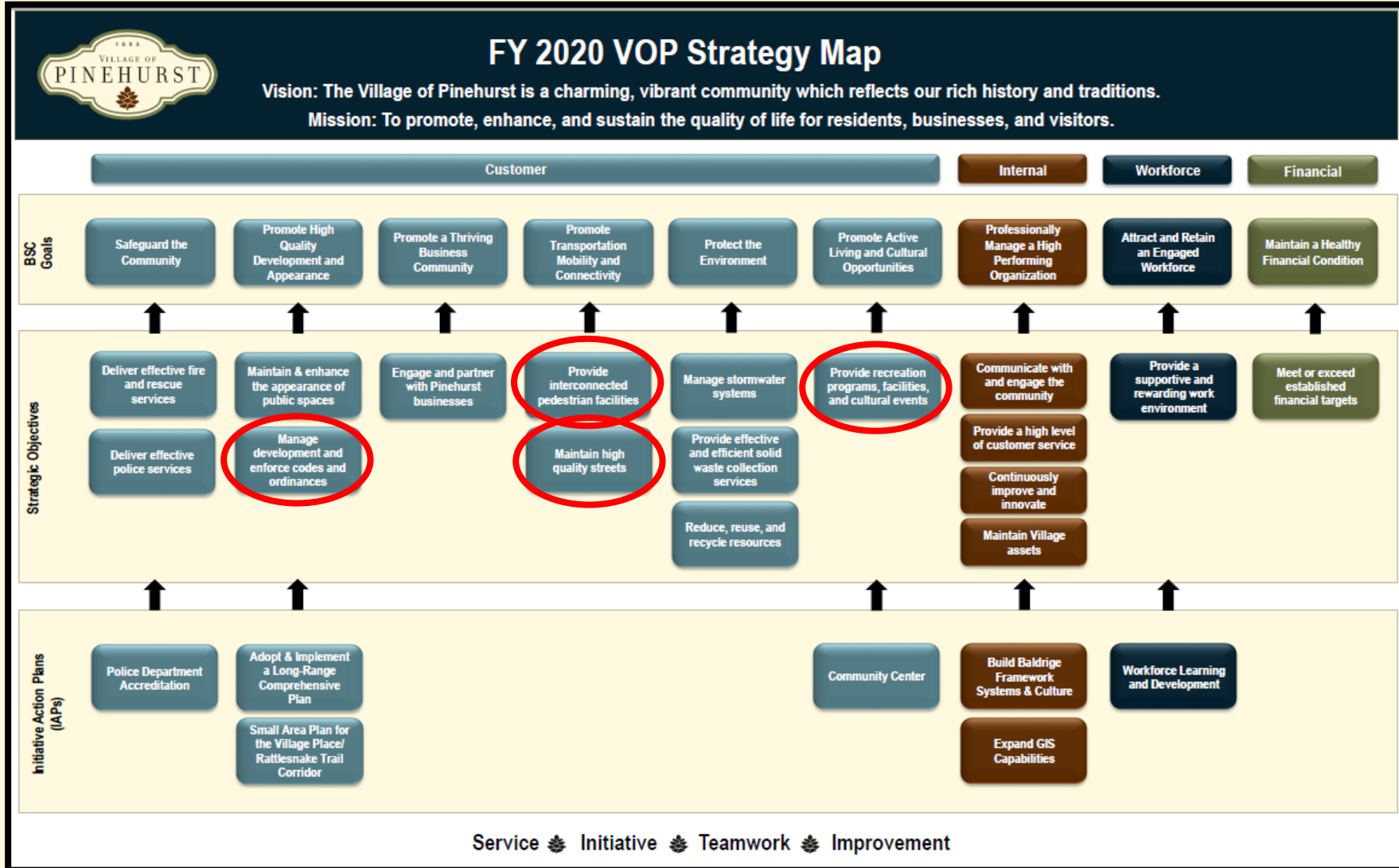
7. Seek to expand the ETJ to the north

8. Create new open spaces & neighborhood amenities

9. Expand & enhance storm water management efforts

10. Evaluate possible expansion & construction of new Village facilities.

FY 2020 Strategic Operating Plan



FY 2020 Initiative Action Plans (IAPs)



Customer Focus



Police Department Accreditation - Implement law enforcement standards of the Commission on Accreditation for Law Enforcement Agencies (CALEA) and apply for accreditation



Long-Range Comprehensive Planning ^{AOF} - Develop a Long Range Comprehensive Plan for the Village to achieve the community's long-term vision



Small Area Plan for the Village Place/Rattlesnake Trail Corridor ^{AOF} - Engage a consultant to prepare a small area plan for the Village Place and the Rattlesnake Trail Corridor



Community Center ^{AOF} - Construct the Community Center to meet resident demands for cultural and recreational activities

FY 2020 Initiative Action Plans (IAPs)



Internal Focus



Build Baldrige Framework Systems and Culture - Continue use of the Baldrige Excellence Framework to ensure systematic processes that deliver exceptional results



Expand GIS Capabilities - Begin implementing the GIS Strategic Plan for the Village



Planning & Inspections Process Improvements - Implement recommendations of the P&I BIRDIE team, including the implementation of new technology and other process improvements

FY 2020 Initiative Action Plans (IAPs)



Workforce Focus



Workforce Learning and Development – Expand the Village’s succession planning process and enhance the workforce learning and development system

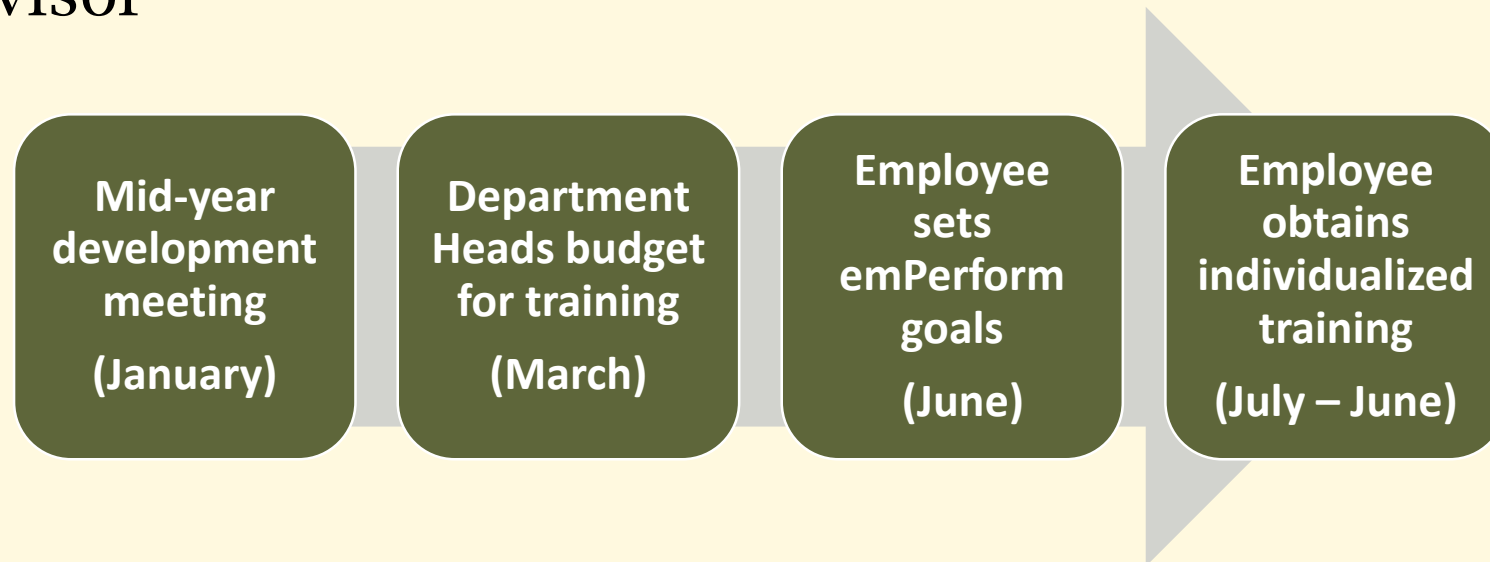


Workplace Topics

Workforce Topics – Learning & Development



- Your professional development is important to us
- No longer required to take one TOPS class within each category
- VOP will still offer TOPS classes next calendar year
- Tailored individual development plans
- Department specific and/or job specific training may still be required by your supervisor



Workforce Topics – Employee Academy



- Management is considering reinstating the voluntary Employee Academy
- Employees visit each department to gain a better understanding of the jobs your co-workers do each day and the organization's overall operations
- Indicate if you would be interested on your feedback form



Workforce Topics – Idea Box



- Employees submitted 11 ideas to the Idea Box in FY 2019 (Already have 10 submitted in FY 2020)
- Key improvements made as a result of ideas submitted included:
 - Provide name plates for front desk staff at Village Hall
 - Purchased a chair dolly for moving chairs in Assembly Hall
 - Posted signage of business Hours at Village Hall

	Status	#	%
	Implemented	4	36%
	Currently Being Evaluated	-	-
	Not Implemented	7	63%
	TOTAL	11	100%

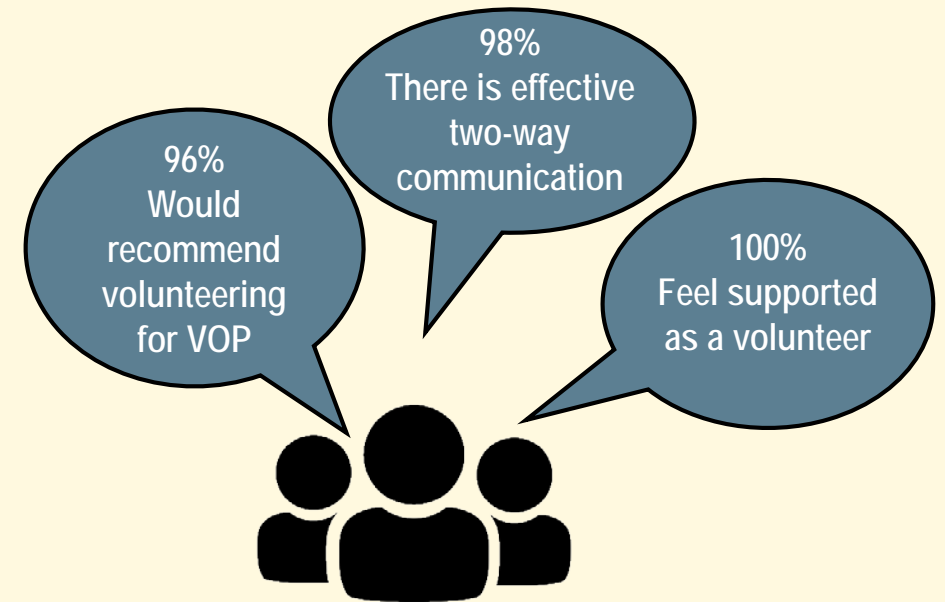


2019 Volunteer Survey Results



Key Results from 2019 Volunteer Survey:

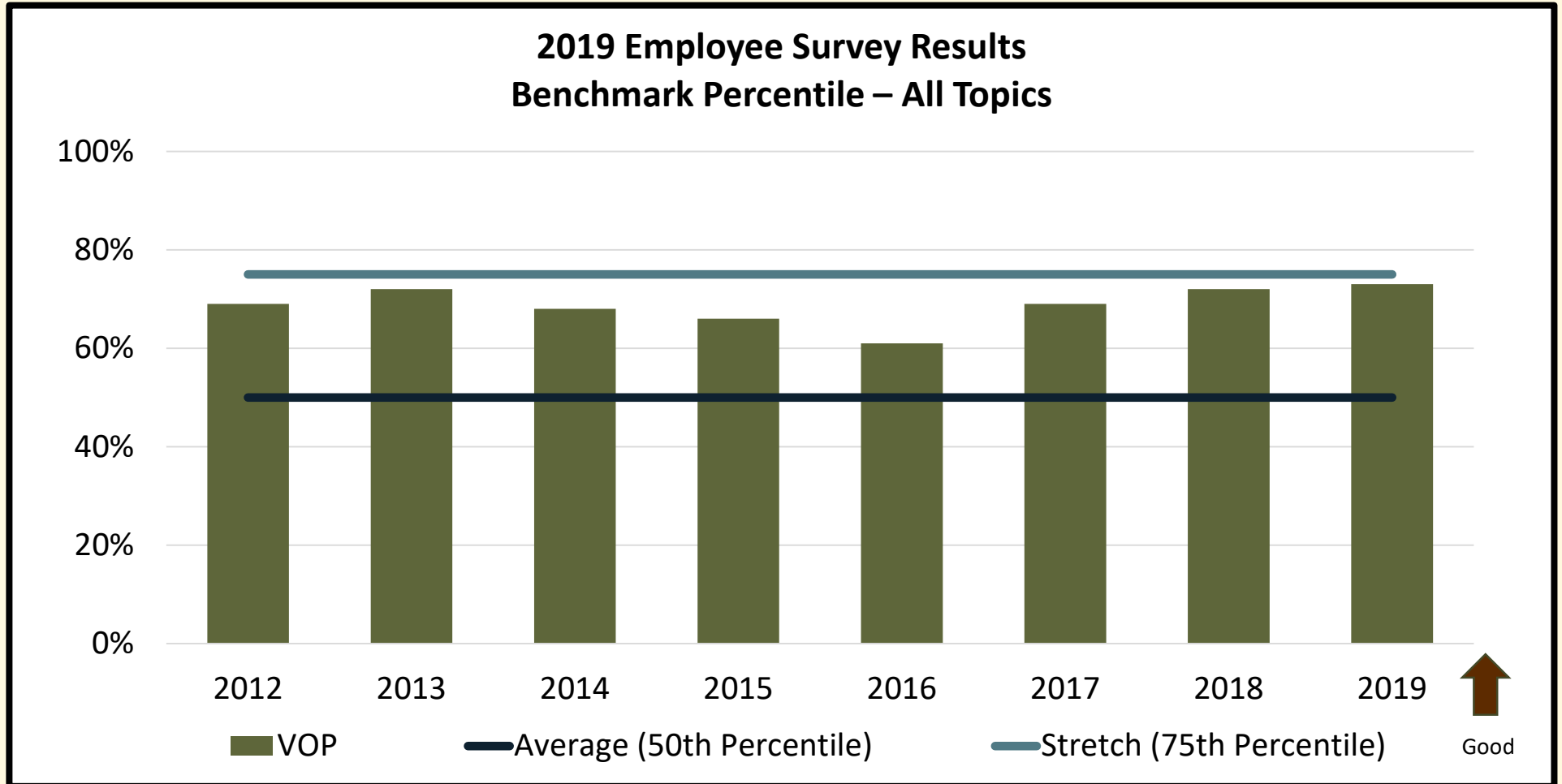
- Overall high levels of volunteer satisfaction
- Some areas for improvement include:
 - ✓ Empowering volunteers to make decisions
 - ✓ Two-way communication with volunteers
 - ✓ Providing board or committee specific training



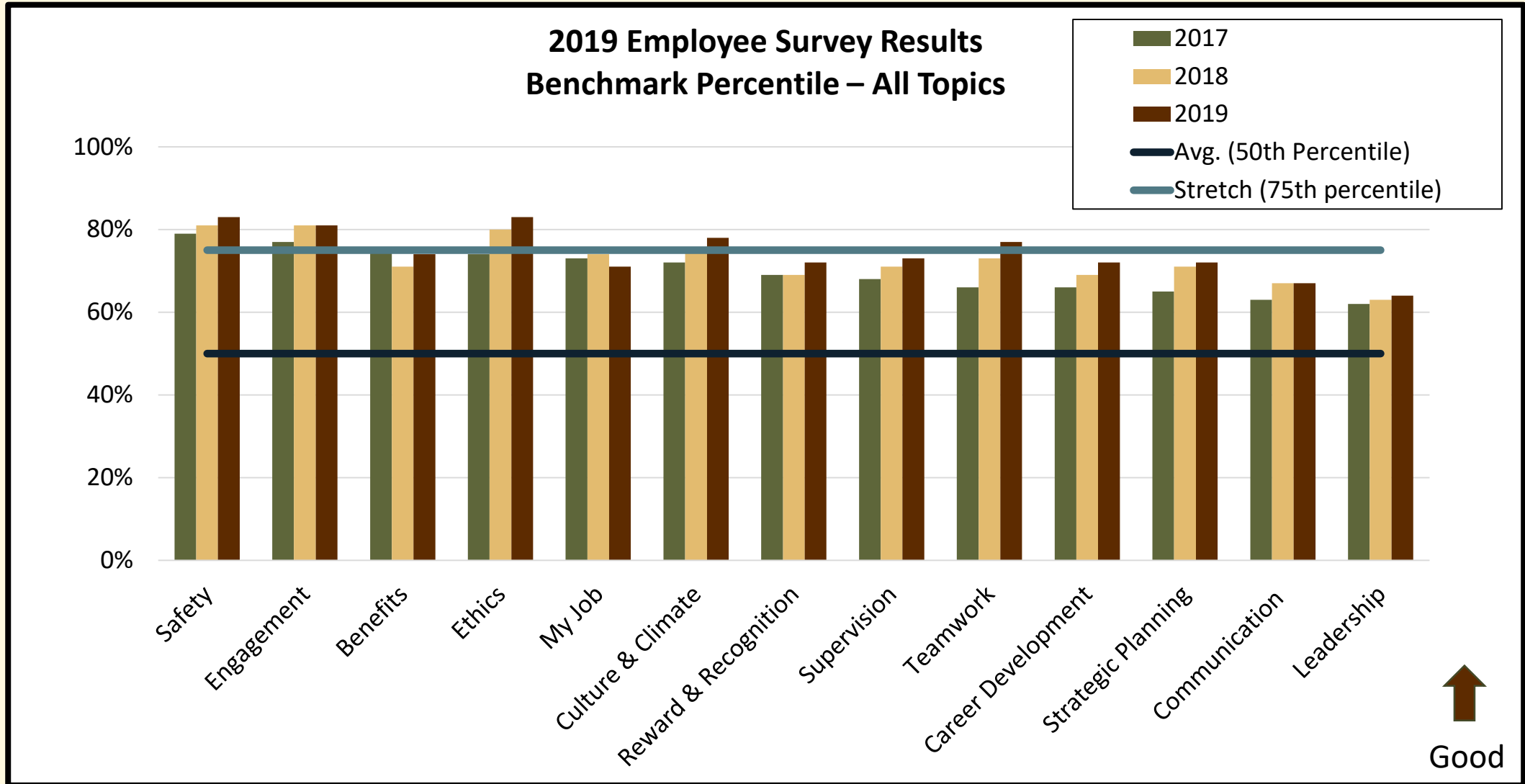
2019 Workforce Survey Results



Benchmarks include over 1,100 federal, state, and local public agencies



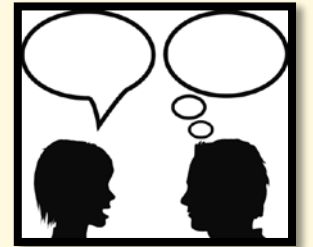
2019 Workforce Survey Results



2019 Employee Survey Results



- Overall improvement in employee survey results
- Top 7 strengths and areas for improvement, based on ratings and benchmark comparisons:



Top Strengths (In Order)	Top Opportunities for Improvement (In Order)
1. Employees want to do a good job	1. Acceptable workloads
2. VOP encourages employee safety	2. Management following through on promises
3. VOP does not discriminate	3. Management communicating effectively
4. Employees are encouraged to do the right thing	4. Health insurance benefits
5. VOP is a safe place to work	5. Fair performance evaluations
6. VOP work groups function as a team	6. Use employee feedback to improve VOP
7. Employees are satisfied with their leave benefits	7. Encouraging professional development

2019 Workforce Survey Results



Five key themes noted in the open ended question, “Is there is any feedback you would like to share, whether addressed by this survey or not?” (Approximately 30% provided comments):

1. **Increasing Workloads** – impacting work/life balance
2. **Benefits** – Want flexible schedules, vacation, and retiree insurance benefits
3. **Overall Satisfaction** – feel appreciated; happy to work for VOP; openness of management
4. **Career Development** – Want more opportunities for advancement within
5. **Management Support & Communication** – Want more support & better communication from management (Department Heads and Managers)



Workforce Topics – Insurance Benefits



- **We will change health insurance providers this year**
- Changing from First Carolina Care to CIGNA *based on your feedback* in last year's Employee Survey
- Principal will remain our provider for dental & vision insurance
- Mandatory benefit open enrollment meetings will be held on November 14 & 15
- Still evaluating retiree insurance










Workforce Topics – Workplace Safety



Will continue quarterly emergency drills

EMERGENCY RESPONSE GUIDE—VILLAGE HALL

 FIRE	 SEVERE WEATHER	 MEDICAL EMERGENCY	 ACTIVE SHOOTER
<p>If fire or smoke is discovered,</p> <p>Step 1: Activate the fire alarm by pull station and evacuate the building.</p> <p>Step 2: Assist any visitors and other staff in moving to the designated evacuation area: The lawn area between the Village Hall and Fire Station.</p> <p>Step 3: Assigned individual calls 911.</p>	<p>If a tornado warning is issued for our area,</p> <p>Step 1: Dial #4986 and make the announcement below using the term "TORNADO WARNING".</p> <p>Step 2: Dial #4988 and repeat the announcement using the term "TORNADO WARNING".</p> <p>Step 3: Stay calm and assist visitors and other staff in moving to the safe area: Basement—in the vault, or at the bottom of the interior stairwell.</p> <p>Step 4: Use "head tuck" position when appropriate. Remain in shelter until it's safe.</p>	<p>If a medical emergency occurs,</p> <p>Step 1: Call 911</p> <p>Step 2: Dial #4988 and make the announcement below using the term "MEDICAL EMERGENCY" to notify your building's emergency response staff.</p> <p>Step 3: Locate the nearest AED and/or 1st aid kit and provide care if properly trained.</p>	<p>If there is a threat of violence or an active shooter,</p> <p>Step 1: Dial #4986 and make the announcement below using the term "CODE ARMSTRONG".</p> <p>Step 2: Dial #4988 and repeat the announcement below using the term "CODE ARMSTRONG".</p> <p>Step 3: Initiate building lockdown and silence cell phones.</p> <p>Step 4: RUN—HIDE—FIGHT</p>
<p>SLOWLY AND CLEARLY STATE THE ANNOUNCEMENT BELOW:</p> <p>Attention, Attention, Attention, there is a _____ for your building. Implement Emergency Action Plans for staff and visitors immediately.</p> <p>All Call—Dial #4986 Building Only - Dial # 4988</p>			
<p>IN AN EMERGENCY, DIAL 9 AND THEN 911</p> <p>Remain calm. State your address (395 Magnolia Road) and specific location. Answer the operator's questions.</p>			
  			

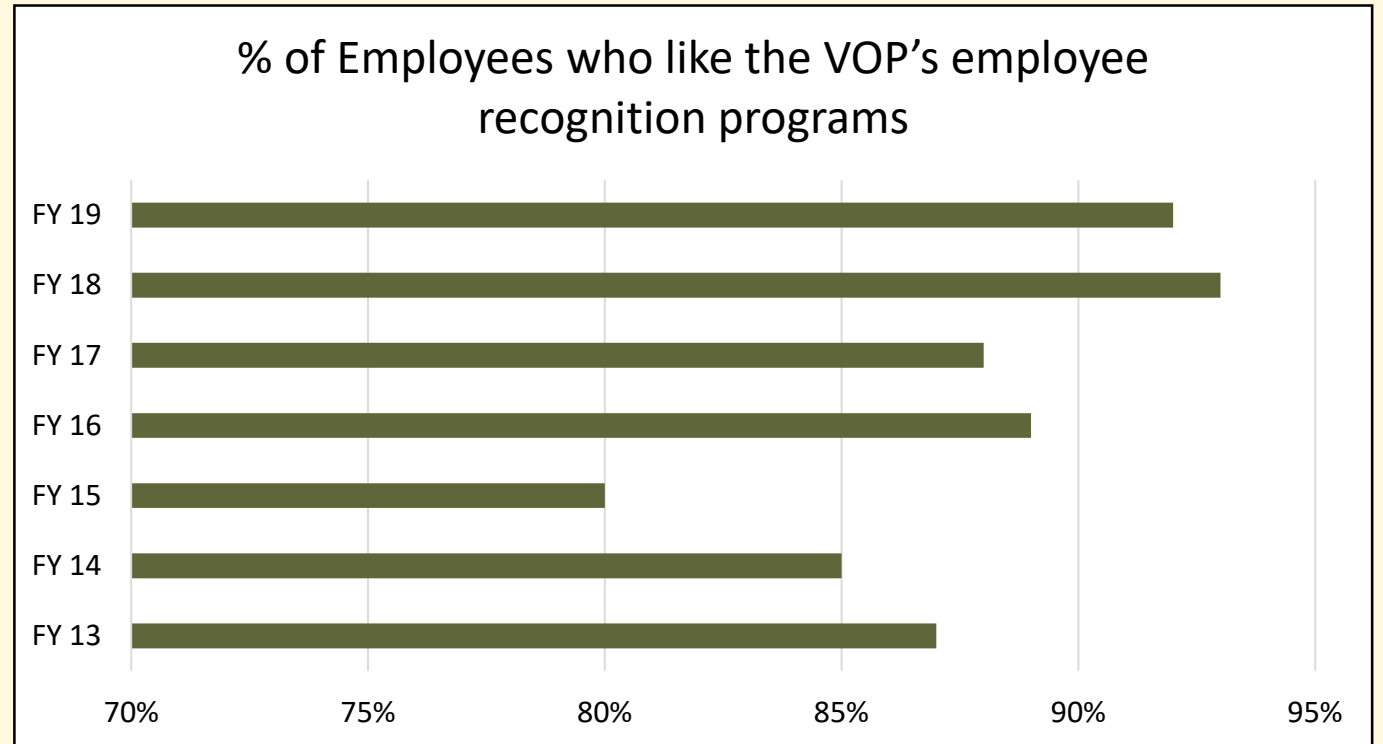
Workforce Topics – Reward & Recognition



- **Champion's Club Award Program:**
 - Nomination criteria based on demonstration of VOP Core Values

Award Category	Min Score and \$ Award
BIRDIE	2.50 - \$195
EAGLE	3.25 - \$325
ACE	3.75 - \$650

- **Applause Award:**
 - On the spot recognition
- **Tag Wall in emPerform**



FY 2019 Year in Review

FY 2019 Year End Results



Because of your service, we exceeded our
FY 2019 Balanced Scorecard goals



Red Flag
3.33

Goal
6.66



6.9

Overall FY 2019 Score

FY 2019 Year in Review Video



FY 2019 Year in Review

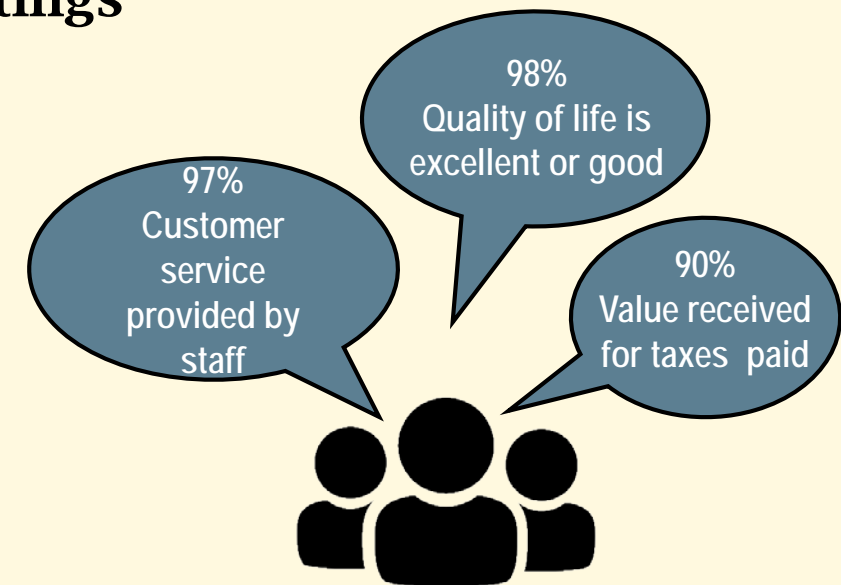
FY 2019 Year in Review



The Village is a *High Performing Organization*:

- ✓ 98% of residents and 100% of businesses rate the quality of life as good or excellent
- ✓ 90% of residents are satisfied with the value received for taxes paid
- ✓ We have achieved the highest national satisfaction ratings of our benchmark group in 12 areas in the last 7 years
- ✓ Resident satisfaction ratings have improved in 73% of our service areas since 2013
- ✓ We exceed 49 of 53 US average resident satisfaction ratings
- ✓ Our workforce indicates high levels of engagement
- ✓ We are in excellent financial condition

We are a *High Performing Organization* because of our values including our commitment to improvement.



Feedback

Did we accomplish today's four KEY objectives?

1. Reinforce our Vision, Mission, & Values
2. Share Strategic Direction for the Future
3. Review FY 2019 Performance
4. Address Workplace Topics

What questions do you have for us?

Please complete your feedback cards and let us know how we can make it better for you. We use your feedback to improve each SOV meeting!!

THANK YOU
for your service to the
Village of Pinehurst!

